



DEC 27 2006

MEMORANDUM FOR DEPARTMENT OF DEFENSE SENIOR EXECUTIVE
SERVICE LEADERS

SUBJECT: Developing 21st Century DoD Career Senior Executive Service
Leaders

The Department needs your help. DoD is asking you to become actively engaged in a vitally important initiative for the Department of Defense - "Developing 21st Century DoD Career Senior Executive Service (SES) Leaders."

The purpose of this initiative is to improve the lifecycle management and development of our career senior executives and the leadership pipeline. Our senior executives are one of our country's most important and prized national security assets. As we develop a process to better develop and sustain this critical leadership capability, the Department wants to ensure that all of you have an opportunity to provide your thoughts, ideas, views, and concerns.

DoD introduced this initiative at the Senior Executive Service (SES) Conference convened in May 2006. At that time, the Department engaged nearly 200 of you and gathered your input regarding how we might reorient our senior leadership capabilities to meet the requirements of DoD's mission in the 21st century. Since then, the Department has engaged an SES working group of your colleagues to examine this issue further. DoD is determined to do this job right and forthrightly.

It is imperative that DoD initiates this action. The Department is transforming at an unprecedented rate and in ways not previously envisioned. The terrorist attacks on September 11, 2001, and the resulting Global War on Terror have drastically altered how the Department does business. DoD is redefining the 21st Century national security environment by moving towards a more diverse, joint, interagency and international orientation. The challenges of this new environment require expert career senior executives with diverse experiences, broad perspectives and creativity. Furthermore, the Department faces these challenges at a time when over 25 percent of our SES are eligible to retire, increasing to nearly 60 percent by 2010. Now is the time to ensure that our policies support the development of our senior executives and the next generation of senior leaders.



This initiative is of vital importance to the Department, but it is also critical to you personally and professionally. This initiative will raise the bar for entry into and advancement within the SES, and provide unprecedented opportunity for continuous development, learning, growth, and engagement in the most significant work of the Department.

The Department asks you to engage by first learning more about what is being discussed. Please take the time to:

- Visit the SES web site at <http://www.cpms.osd.mil/sespm/index.htm> for updates and to learn how to contact the appropriate representatives.
- Attend information sessions and town hall meetings sponsored by our senior leaders.
- Contribute at every opportunity to discussions that will shape the future of our senior civilian leadership team.

DoD appreciates your enduring commitment and service to our nation. It is during difficult times when the challenges seem insurmountable that the Department's leadership must come together. DoD leadership must make certain that the Department has the skills to meet these extraordinary demands, and that there is a pipeline of talent behind us with the required competencies to sustain the leadership continuity. By working together, the Department of Defense can make this a world-class effort to support our world-class team of senior leaders.

Thanks!

A handwritten signature in black ink, appearing to read "Richard Engel", with a long horizontal flourish extending to the right.